

**THE CONTRIBUTION OF NON MONETARY INCENTIVES ON
EMPLOYEE PERFORMANCE**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
REQUIREMENTS OF THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

2019

CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled; "The Contribution of Non Monetary Incentives on Employee Performance" in partial fulfillment of the requirements for the award of Master of Human Resource Management

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Signature

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Date

DEDICATION

First and foremost, my sincere and special dedication goes to the Almighty God for giving me good health and wisdom throughout my study. Secondly, my dedication goes to my wife Lilian Balele, my children Felister Martine, David Martine and Sarah Martine for their tolerance and prayers during my study. Lastly, I thank all people who in one way or another helped me to accomplish this scholastic activity.

ACKNOWLEDGEMENT

First and foremost I thank God the Almighty for giving me the strength and ability to conduct this research as without him, it would have never been done well. Secondly my sincere thanks go to my supervisor Dr. Saganga Kapaya for his guidance. He has guided me well throughout the time when I was doing my research.

ABSTRACT

The study was conducted to explore how the use of non-monetary incentives contributes in improving performance of employees in Chato District Council in Geita region. Specifically the study sought to identify non-monetary incentives that are used by employers in promoting employees performance; explore the perceptions of employees about suitability of non monetary incentives in promoting employees performance; examine how employers implement the provision of non monetary incentives to influence employees performance and determine how provision of non monetary incentives influence employees performance in Chato District Council. A case study design was employed whereby the interview was administered to 35 respondents in different capacities as indicated herein. The results showed that appreciation certificate and recognizing of workers were among the non monetary incentives identified. However, the findings suggested further the need for provision of accommodation, medical assistance, rewarding for higher performers and children education support as being suitable as non monetary incentive in promoting employees performance. Also, provision of non monetary incentives through training, recognizing employees by providing job security and assuring good working environments was seen to motivate employees work performance. The researcher recommended conducting similar study using different approaches and theoretical frameworks to widen and deepen understanding of the topic about the influence of non-monetary incentives on employees work performance in Tanzania.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT.....	vi
ABSTRACT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES.....	xii
LIST OF ABBREVIATION	xiii
CHAPTER ONE	1
PROBLEM AND ITS CONTEXT	1
1.1 Introduction	1
1.2 Back Ground of the Study.....	1
1.3 Statement of the Problem	3
1.4 Objectives of the Study	4
1.4.1 Main Objectives.....	4
1.4.2 Specific Objectives	4
1.5 Research Questions.....	4
1.6 Significance of the Study	5
1.7 Operational Definition of Term.....	6
1.7.1 Non monetary Incentives	6
1.8 Limitation of the Study	6
1.9 Delimitation of the Study	6

CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
2.1 Introduction	8
2.2 Theoretical Framework.....	8
2.2.1 Hierarchy of Needs Theory	8
2.3 Empirical Studies.....	12
2.4 Perception of Employees about Non Monetary Incentive	14
2.5 The Way Employers Implements the Provision of Non Monetary Incentives to Employees	16
2.6 Factors Hindering the Provision of Non Monetary Incentives to Employees	18
2.7 Research Gap.....	22
2.8 Conceptual Framework.....	23
CHAPTER THREE.....	24
RESEARCH METHODOLOGY.....	24
3.1 Introduction	24
3.2 Research Approach.....	24
3.3 Research Design	24
3.4 Area of the Study	25
3.5 Population.....	25
3.5.1 Target Population.....	25
3.6 Sample size and Sampling Technique	26
3.6.1 Sample Size	26
3.6.2 Sampling Technique	26

3.7	Data Collection Methods and Instruments	26
3.7.1	Interview	27
3.8	Source of Data	27
3.9	Data Analysis Plan.....	28
3.9.1	Qualitative Data Analysis.....	28
3.9.2	Validation of Instruments and Data	29
3.10	Ethical Consideration.....	29
CHAPTER FOUR		31
PRESENTATION, INTERPRETATION AND DISCUSSION OF		31
FINDINGS		31
4.1	Introduction	31
4.2	Analysis and Discussion of Findings.....	32
4.2.1	Non-Monetary Incentives Used by Employers in Promoting Employees Performance in Chato District Council.....	32
4.2.2	Perceptions of Employees about the Suitability of Non Monetary Incentives in Promoting Employees Performance in Chato District Council	37
4.2.3	Employers Implementation of Non Monetary Incentives to Influence EmployeesøPerformance in Chato District Council.....	43
4.2.4	How Provision of Non Monetary Incentives Influence Employees Performance in Chato District Council.....	50
CHAPTER FIVE		58
SUMMARY, CONCLUSION AND RECOMMENDATION		58
5.1	Introduction	58

5.2	Summary of the Study.....	58
5.3	Conclusion.....	59
5.4	Recommendations.....	63
5.5	Suggestions for Further Research.....	65
REFERENCES		66
APPENDICES.....		68

LIST OF TABLES

Table 4.1: Respondents Groups.....	32
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LIST OF ABBREVIATION

DED	District Executive Director
PSPIP	Public Service Pay In-services Pay
RR	Reward and Recognition
URT	United Republic of Tanzania
VEO	Village Executive Officer
WEO	Ward Executive Officer

CHAPTER ONE

PROBLEM AND ITS CONTEXT

1.1 Introduction

This chapter introduces and justifies the research problem, it investigates. The contribution of non monetary incentives on employee performance: a case of Chato district council. The chapter covers background of the study, statement of the research problem, research objectives, and related research questions. Other aspects covered in this chapter are the significance of the study, study limitations, delimitation of the study, conceptual framework and the operational definitions of the research terms.

1.2 Back Ground of the Study

Monetary incentives frequently are suggested as a method for motivating and improving the performance of persons who use and are affected by accounting information (e.g. Atkinson, Banker, Kaplan, Young, 2001; Horngren, Foster, & Datar, 2000; Zimmerman, 2000), and their use in organizations is increasing (Wal l Street Journal, 1999). Further, researchers have been encouraged to employ incentives in experimental studies so that subjects are sufficiently motivated and participate in a meaningful fashion (e.g. Davis & Holt, 1993; Friedman & Sunder, 1994; Roth, 1995; Smith 1982, 1991).

Anecdotal and empirical evidence, however, indicates that monetary incentives havewidely varying effects on effort and, consequently, often times do not improve performance (Bonneret al., 2000; Camerer & Hogarth, 1999; Gerhart & Milkovich,

1992; Jenkins, 1986; Jenkins, Mitra, Gupta, & Shaw, 1998; Kohn, 1993; Young & Lewis, 1995). Consistent with this, accounting studies examining the effects of incentives on individual performance find mixed results with regard to their effectiveness (e.g. Ashton, 1990; Awasthi & Pratt, 1990; Libby & Lipe, 1992; Tuttle & Burton, 1999; Sprinkle, 2000). If monetary incentives have disparate effects on effort and performance then suggestions for their use in either the field or the laboratory should be informed by an understanding of the factors that moderate their effectiveness.

Theoretically, monetary incentives work by increasing effort which, in turn, leads to increases in performance. Given these relations, we first provide a detailed discussion of the various components of the effort construct: direction, duration, intensity, and strategy development. We then describe theories that detail the mechanisms through which monetary incentives are presumed to lead to increases in effort.

Attracting and retaining qualified workers is still a big challenge in most of the public institution due to lack of incentives, workers' motivation and good working environment. These are the main reasons for workers' disinterest in working or continue with their profession. For instance, different newspaper, articles and other media, number of official documents have also increasingly drawn attention to the workers' motivation crisis in Tanzania (Bennel & Mukyanuzi, 2005). In a similar way, the world Bank's report on workers' condition of services concluded that in the absence of incentives to perform better, many workers are currently providing much less and lower quality services (World Bank, 1990, p.10 as cited in Bennel &

Mukyanuzi, 2005).

Although recently, the government has taken initiative to formulate the public service pay and incentive policy (PSPIP, 2012/13 2016/17) that focus on attractive, transparent and appropriate pay and incentive package that will motivate and retain government staff, and education personnel, it appears that workers' job satisfaction is considerably lower among secondary school teachers. For instance, teachers in urban areas are increasingly finding themselves in some very difficult working environment, particularly pertaining to accommodation cost and commuting problems (URT, 2010).

1.3 Statement of the Problem

Despite the fact that provision of non monetary incentives to employees as a motivating agent has been insisted in several documents, experience shows that non monetary incentives are not provided effectively to employees. A recent study done by Avelina, (2015) on how non monetary incentives contributes to employee performance in Ilala municipal found out that employees have been complaining because majority of employees do not provide non monetary incentives to employees.

On the other hand, although the president's office public service and good governance put many efforts on the provision of non monetary incentives to employees much of the required interventions have not taken place. Although politicians, policy makers and administrators in the country claims that non monetary incentives is given to employees, to the best of my knowledge, there is no

study that has approached this topic from a qualitative stand point in Tanzania with a focus on exploring the non-monetary incentives that are offered by employers in this context, and therefore this is what justified the need to undertake this study.

1.4 Objectives of the Study

1.4.1 Main Objectives

The general objective of this study was to explore how the use of non ó monetary incentives contributed in improving performance of employees at Chato District Council in Geita region.

1.4.2 Specific Objectives

The study will be guided by the following specific objectives

- i. To identify non-monetary incentives that are used by employers in promoting employees performance at Chato District Council
- ii. To explore the perceptions of employees about the suitability of non monetary incentives in promoting employees performance in Chato District Council
- iii. To examine how employers implement the provision of non monetary incentives to influence employeesøperformance in Chato District Council
- iv. To determine how provision of non monetary incentives influence employees performance in Chato District Council

1.5 Research Questions

The following will be the research questions

- i. What are the non-monetary incentives that are used by employers in

promoting employees performance at Chato District Council?

- ii. How employees perceived about non ó monetary incentives on influencing their work performance?
- iii. How do employers implement the provision of non monetary incentives to influence employees work performance in Chato District Council?
- iv. What are the factors hindering the provision of non monetary incentives to influence employees performance in Chato District Council?

1.6 Significance of the Study

This study was significant because it helped the employee to focus on how to motivate public employees in a weak national economy and where there was no incentive to drive them to do more than what is expected. It contributed to exploration of alternative ways in answering the question of how to motivate public employees where there was a weak national economy and there was no performance related pay. More important this study offered many advantages to public organizations. As they had potential in satisfying employee needs and motivated them without necessitating significant amounts of the use of public financial sources.

This study created a valuable opportunity to provide immediate recognition to the employees who performed above expectations or to reinforce any single behavior that contributed to the organizational objectives. This study helped to address many different needs of employees such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self worth, developing one's full potential, feedback about performance etc .

1.7 Operational Definition of Term

1.7.1 Non monetary Incentives

Compensation given in a transaction which does not involve cash; A non-monetary reward can consist of almost any material object such as jewelry, precious metals or an automobile for example. In business, a non-monetary reward can also be a service such as improvements made on a property or repairs done on a car is a money-based reward given when an employee meets or exceeds expectations. *Monetary incentives* can include cash bonuses, stock options, profit-sharing and any other type of reward that increases an employee's compensation.

1.8 Limitation of the Study

The research investigated the use of non ó monetary incentives in improving performance of employees at Chato District Council. For a more conclusive result, all districts in the County would need to be studied. However, these were not possible due to financial constraints and time available for the research. Consequently, only 1 DED, 4 Head of departments, 5 Weo, 5 Veo, 5 Primary school teachers, 5 Secondary school teachers, 5 Clinical officers and 5 Nurse midwives were engaged.

1.9 Delimitation of the Study

This study was basically qualitative in nature and it was confined in Chato district Council including DED's office together with its department, primary and secondary schools and health services . It involved few primary and secondary schools and health services leaving aside many other privately owned schools and health services. This implies that the findings of this study was replicated and generalized

to other part of the region and in Tanzania at large. Again, the study was mainly concentrate on the contribution of non monetary incentives in employees' performance in Chato District.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature related to contribution of non monetary incentives on workers performance. It explores theoretical frame work that guide this study, perception of employees about non monetary incentive, The way employers implements the provision of non monetary incentives to employees, factors hindering the provision of non monetary incentives to employee, empirical studies on the contribution of non monetary incentives on employee performance and the research gap.

2.2 Theoretical Framework

2.2.1 Hierarchy of Needs Theory

One of the first theories that describe behavior as being directed toward the satisfaction of human needs is the hierarchy of needs theory by Abraham Maslow. His theory is a theoretical foundation for many of need based approaches to motivation. According to Maslow (1943), people are motivated to satisfy their needs and those needs can be classified into the following five categories that are in an ascending hierarchy.

Physiological needs, security needs, social needs, esteem and self-actualization needs. The first three are characterized as lower level needs while the last two are higher order needs. Physiological needs are the basic biological needs like air, water, food and shelter. In the organizational setting, these are reflected in the needs for

adequate heat, air and a base salary to guarantee survival. Safety needs are the needs for security and protection from danger. In an organizational workplace, safety needs refers to the needs for safe jobs, fringe benefits and job security.

Social needs are the needs for interaction with other people, belongingness, love etc. These needs reflect the desire to be accepted by one's peers, have friendships, be part of a group and be loved. In the work environment, these needs affect the desire for good relationships with co-workers, participation in a work group and a positive relationship with supervisors. Esteem is the desire for respect, which is affected by the person's standing reputation, his need for attention, recognition, achievement and appreciation etc. Maslow illustrated two versions of esteem needs, a lower one and a higher one. The lower one is the need for the respect of others, the need for status, recognition, attention, reputation, appreciation, dignity etc. The higher form involves the need for self-respect, including such feelings as confidence, competence, achievement, mastery, independence, and freedom.

Within organizations, esteem needs reflect a motivation for recognition, an increase in responsibility, high status and appreciation for contributions to the organization. Self-actualization refers to the desire for self-fulfillment; it is a drive for individuals for self-development, creativity and job satisfaction. They are related to developing one's full potential, increasing one's competence and becoming a better person. Providing people with opportunities to grow, to be creative, and to offer training for advancement are the means that self-actualization needs within the organization. Maslow argued that as each lower level need is substantially satisfied, individuals are motivated by the next higher level need. That is, the needs are satisfied in

sequence. According to Maslow's argument, a person desiring job security would dedicate his or her efforts to ensure it and would not be concerned with seeking recognition. Maslow also claimed that higher levels of satisfaction for a particular need decrease its potential as a motivator. There are some criticisms to Maslow's hierarchy of needs theory.

One main criticism is that there is little empirical evidence to support Maslow's assumptions (Drenth, 1984). Second, his methodology was problematic (Boeree, 1998). Maslow's methodology was that he picked a small number of people that he himself declared self-actualizing such as Abraham Lincoln, Thomas Jefferson, Albert Einstein, then he looked at their biographies, writings, the acts and words of those he knew personally, and so on. From these sources, he developed a list of qualities that seemed characteristics of these people and reached conclusions about what self-actualization is. Third, Maslow assumes that human beings will move up the hierarchy, satisfying one need before moving on. But, there are many examples that refute this thought. Many of the best artists and authors, which can be thought of as self-actualized, suffered from poverty, bad upbringing, neuroses, and depression (Boeree, 1998). That is, they were far from having their lower needs taken care of.

For example Van Gogh and Galileo suffered from mental illness, and yet were able to produce works that made a difference. To conclude, in spite of the criticisms, Maslow's work is important in terms of recognizing the needs being pursued by employees and shedding some light on the social and psychological needs of individuals in addition to material needs.

With the higher order needs of esteem and self-actualization, Maslow emphasizes the importance of non-monetary incentives in motivating the people. Non-monetary incentives address these higher order needs, rather than any basic needs such as food and shelter. If it is awarded as an appreciation of a contribution, a tangible non-monetary incentive will remind the employees of their performance and recognition for it, filling the needs for self-esteem and it will create esteem in the eyes of co-workers, family, and friends. It will satisfy employees' recognition and respect needs.

On the other hand, as it is mentioned in the section discussing benefits of non-monetary incentives over cash, it is not easy to brag about the cash incentives, which leads to a potential decrease in its power to serve esteem needs. Also, social non-monetary incentives such as a verbal recognition by supervisors or letter of appreciation to the employees contribute to their self-esteem, while social activities such as after-work parties, company picnics, sports activities etc. satisfy the belongingness and friendship needs of employees.

Job-related non-monetary incentives work on the self-actualization needs of employees. Providing employees with opportunities to grow like training programs, letting them to be creative in their jobs, giving them more responsibility and autonomy helps employees' self-fulfillment. The implication of Maslow's theory is that non-monetary incentives can be most effective on employees who are meeting their basic needs and satisfaction of basic needs is not alone enough to motivate employees. In light of this, nonmonetary incentives have an important place in

satisfying other needs of employees which cannot be met by compensation. Within the limitations of the scope of the survey study, the present study will also help to understand whether public employees in Turkey have moved beyond the basic physiological and security needs as primary motivators.

2.3 Empirical Studies

Mercer (2004); who has pointed out that a smart employer, will always want to focus on factors that keep employees motivated in their jobs. He therefore recommended the following as important factors for employers to keep employees motivated. Some of the non-financial incentives include; treating employees with respect and improving work life balance. Mercer (2004) furthermore has recommended improvement of employ relationship. In this regard, the employees feel respected and therefore cultivate a sense of pride in the organization and increase performance. Another study was conducted by Penna (2003) in the United Kingdom regarding the employees' loyalty. The findings of this study have revealed that a number of non financial factors were considered to enable organizations motivate employees. These factors included; internal promotion, better training and development, recognition of employees' contribution, more information on employees' performance, regular review of progress and, career switch opportunities.

Sprinkle, (2002) investigated the effects of monetary incentives on effort and task performance: theories, evidence, and a framework for research. The purpose of this paper was to review theories and evidence regarding the effects of (performance-contingent) monetary incentives on individual effort and task performance. The study provide a framework for understanding these effects in numerous contexts of

interest to accounting researchers and focus particularly on how salient features of accounting settings may affect the incentives-effort and effort-performance relations. Our compilation and integration of theories and evidence across a wide variety of disciplines reveals significant implications for accounting research and practice. Based on the framework, theories, and prior evidence, we develop and discuss numerous directions for future research in accounting that could provide important insights into the efficacy of monetary reward systems.

William, (2015) investigated on the use of non- financial incentives as a strategy to improve teachers performances in Tanzania: a case of ilala municipality community secondary schools generally, the study intended to assess the use of non- financial motivation as a strategy to improve teacher performance. A case study employed a descriptive mixed research design, using a sample of 80 teachers, which included eight heads of schools and 72 teachers from eight selected community secondary schools in Ilala municipality who were selected using two sampling techniques namely purposive and simple random sampling. Data collection instruments used was questionnaire, interview and documentary analysis. Qualitative and quantitative techniques were used for data analysis; and data were presented in tables and pie charts by simple descriptive statistics in frequencies; whereas percentages were used to present the findings.

This study recommended that there is direct relationship between provision of non- financial motivation and performance of teachers. The study recommends that local government as the teacher employer should ensure, create and provide good accommodation, in service training, and promotion of teachers in appropriate time;

develop a fair reward system, and communication style; and give recognition and respect in order to improve teachers' performance.

2.4 Perception of Employees about Non Monetary Incentive

Khan, et al. (2013) indicated that employee motivation and reward and recognition (RR) system enhances positive environment at the work places. These systems elicit better performance and keeps workers focused on their job duties. Lack of reward and recognition is cited as one of the main reasons behind employee turnover. Fox (2007) pointed out that employee motivation programs are important in order to retain well qualified employees and actively engage them in satisfying customers, managing scarce resources, and improving performance. There is positive correlation between reward/recognition programs and whether people intend to stay at their work places. Clive Mettrick, an executive of the company says "Rewarding and recognizing positive results is an important factor in retaining employees. People enjoy working and tend to thrive in organizations that create positive work environments or environments where they can make a difference".

Khan, et al. (2013) pointed out that another survey sponsored by Robert Half International, Inc finds "limited recognition and praise" as the top reason why people leave their jobs. According to (Armstrong, 2007) employee motivation programme provide a visible means of promoting quality efforts and telling employees that the organization values their efforts. However, it has been noted that a poorly designed Reward system may work as a de-motivator to the employees instead of motivating them. This necessitates designing a sound RR system that addresses employees' needs. This is not an easy task: mention that human resource and non-human

resource executives alike scratch their heads about how to send the right messages with their compensation and recognition programs.

Deadrick, (1997) revealed that it is important to remember that developing and implementing a meaningful cost-effective reward system is one of the crucial challenges facing organizations today. Reward programs are pivotal in developing a unified, strategic approach to organizational motivation. When handled poorly, reward programs frustrate employees and drain organizational resources. When employees feel they are not being rewarded as they deserve, motivation may suffer, leading to resentment and low morale. In too many companies, the reward system has become a bottomless pit into which millions, even billions, of dollars are thrown away annually, while employees complain that the rewards they receive aren't particularly rewarding, and frequently find the reward system itself is one of the most de-motivating aspects of their company. Creating a meaningful, cost-effective reward system is one of the most important challenges facing any organization today.

Fox, (2007) indicated that the employee advice that before investing in reward and recognition system, organizations should survey their employees. Organizations should list as many different potential rewards as possible and let employees rate them and from the list employees should be able to select the specific reward that appeals most to them. Therefore it is very important to identify the most important reward and recognition ways and motivating factors which are preferred by the employees working in various organizations.

Gardner (1997) revealed the basic purpose of employee reward and recognition system is to motivate them so that they work harder in course of realizing organizational objectives. In a highly publicized survey conducted in US, when workers and managers were asked to rank a list of ten motivators from 1 to 10 in order of their importance, workers rated "appreciation for a job well-done" as their No.1 motivator, whereas managers rated it No. 8 [7]. Same thing applies for reward and recognition (RR) system. Managers may think a particular item as reward, but the workers might think otherwise.

2.5 The Way Employers Implements the Provision of Non Monetary

Incentives to Employees

If the managers of the organization enrich the jobs of employees, they could be more satisfied. This is done by increasing the number or the variety of tasks for the employees. The result will be an increase their level of performance. In order to achieve these results, the tasks should be redesigned and the employees should be given more responsibility (horizontal and vertical job expansion). Moreover, if the employees themselves are involved in the planning, organizing and designing their own tasks, they will satisfy their esteem and self- actualization needs, and increase their performance (Ekerman, 2006).

In the research of Senol (2011) job security was determined is the most important factor among many others, which served as a motivational behavior modifier on employees. It changed and improved their negative behaviors towards quitting their jobs. Another research on this factor (Miller, 2001) found that there is a positive relationship between job security as a motivational factor and job performance.

Additionally, that job security has significant effect on the performance of workers and employees are less motivated to work when job security is low.

Herzberg (1986) says that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. He also further states that the chance of promotion and advancement for employees is one of the best tools to motivate those employees. The research of Harrison and Novak (2006) supports this by showing that when managers try to establish employee promotion opportunities, there is a positive motivating impact on the satisfaction and levels of employees.

Workplace environment includes the location of the work, where the employees perform their everyday activities and duties, such as office or site of construction. Other factors like, fresh air, refreshment, noise level and other facilities like child care, also become a part of workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment. Poor work conditions could lead to company property damages and accidents that could cause harm or even fatalities; which will have significant negative impact on the morale of employees. Thus, working conditions that are supportive must be established in the organizations; Examples of performance improving work environments include ones that are, safe, noise free, well lit, and with suitable temperature (Weil, & Woodall, 2005).

There are various features of the work environment that contribute to the satisfaction of employees. The work environment has two segments that can have an impact on the behavior of employees: (1) Physical ó it is how employees working in the office easily interact with their office environment (2) Behavioural ó it is how good employees working in the office connect with each other. To further explore the two components of the work environment the work of Barry (2008) is reviewed. It explains that the physical environment has two subcategories: (1) Office layout ó open planned offices or cellular or cubic closed offices (2) Office comfort ó this is the degree of match between the office environment and the work procedure. The behavioural environment also has two subcategories: (1) Interaction- how good employees in the office environment cooperate with each other (2) Distraction- possibilities or occurrences in the work environment that negatively affect interaction.

Communication is defined as the performance of contact or interaction among people in delivering information, meanings and understandings (Fisher, 1980). Effective communication in an organization enables work teams to be well coordinated, while poor communication will result in problems and conflicts among organizational members and customers. The individuals involved in the communications process must have the basic skills and abilities to pass on information.

2.6 Factors Hindering the Provision of Non Monetary Incentives to Employees

Motivation is essential for any organization to succeed and survive. Thus, motivation is a skill which can and must be learnt for the better performance of an organization.

In contrast, Robbins and Judge (2008) assert that “some researchers used to believe that the relationship between job satisfaction and job performance was nonexistent, but a review of 300 studies suggested that the correlation is pretty strong.” Although the intention of this study is not to provide answers to whether happy/satisfied teachers are more effective and productive than unhappy ones, nonetheless, it is motivated by this belief. As an experienced secondary school teacher, I believe that job performance can be said to be the result of ability of the workers and also motivation.

Babyegeya (2002) argues that teachers continue to work after normal hours in the education system of Tanzania. Besides, teachers have to attend to other emergencies in the school, and that such extra time is not considered for incentive or other motivation. There is a tendency of the head of school to encourage teachers to stay in school to make correction of assignments and prepare for the coming lesson. In other situations teachers are asked to use weekends and after school hours for profession development but there is no motivation for them. This leads to discouragement of other people from joining this field due to dissatisfaction of motivation.

Armstrong (2007) wrote, money is a motivator because it satisfies a lot of needs. It is a factor which is indispensable for life and which is needed to satisfy basic needs of survival and security. Higher needs such as self-esteem can also be satisfied by it. Money let people buy things that show their status and create a visible sign of appreciation. However, some credible studies equally neglect that. Rynes, Gerhart and Minette (2004) in their study on the importance of pay in employee motivation found that money is not a motivator for every person and not in every circumstance.

On other side on nonfinancial motivation, research has showed that wrong supervisory style may lead to undesired behaviors of employees such as absenteeism (Tharenou, 1993). The way managers behave is not the only important factor but also the way he/she communicates with employees seems to play an important role. Miles, Steven and Waley (1996) proved that communication between superiors and subordinates is a strong predictor of employees' performance. Furthermore, the language used by leaders can influence their subordinates' motivation to work. The Motivational Language Theory developed by Sullivan (1988) has been tested and results showed a significant relation between the language used by the leader and employees' performance (Mayfield and Kopf, 1998).

The theory indicates that performance of employees can increase if leaders clarify task, goals and rewards to employees. In addition to that, managers should share their affection with employees for example, by compliments for a well done job. Finally, they should explain the organization's culture to employees. There is no evidence in the literature that leaders' language abilities are innate. That gives the possibility to provide training for leaders that could help them to influence employees' behavior by motivational language (Mayfield, Mayfield, and Kopf, 1998).

Office design is an important building block of the office work environment, Business Dictionary (2008) defines office design as realizing the possibility of achieving work most efficiently due to the layout of the work place. Moreover, office design is an important factor in job satisfaction. It affects the way in which employees work, for example many organizations have applied open-plan offices to

encourage teamwork. Also, office design takes into account the workflow, where the work to be done is first analyzed and then the offices are designed accordingly to ensure that the work is accomplished efficiently.

The American Society of Interior Designers (1999) completed a study, and its conclusion was that the physical workplace design is one of the top three factors, which affect performance and job satisfaction. The study results showed that 31 % of people were satisfied with their jobs and had pleasing workplace environments. 50 % of people were looking for other jobs and said that they would prefer a job in a company where the physical environment is good. In another study, Gensler Designs (2006) on US workplace environment examined workplace design, work satisfaction, and productivity. The results were 89% of the respondents rated design, from important to very important. Close to 90% of senior officials revealed that effective workplace design is important for the increase in employees' productivity.

The conclusion was that organizations can better their productivity by improving their workplace designs. A rough estimation was made by executives, which showed that almost a 22% increase can be achieved in the company's performance if their offices are well designed. Brill, Margulis, Konar and Bosti (1984) ranked factors, which affect productivity to their importance. The factors are arranged from the most important to the lesser: Furniture, Noise, Flexibility, Comfort, Communication, Lighting, temperature and the air quality. In another survey conducted by Leaman (1995) studied the relationship between the indoor work environment and the satisfaction and productivity of employees. The results showed that employees were dissatisfied with their work environment and this negatively affected their

productivity.

French (1975) explains that job stress results when the individual cannot properly fit the available resources and job demands with his personal abilities. He elaborates that job stress is a consequence of the threatening job environment. The organizations will demand that its employees do a certain amount and level of work, while their employees will be unable to meet these demands with their assigned tasks. In other words, the demand of the organization exceeds the capacity of the employees, who from the point of view of management fail to do their job. Stress is an experience caused by pressure on or demands from an individual, affecting this individual's ability to handle him in reliving this pressure or meeting these demands. Work stress arises when the demands of the job require more of the resources and capabilities available to employees to meet these demands (Ricardo, Amy, & Rohit, 2007).

2.7 Research Gap

Different studies have been carried out on non monetary incentives to employee performance example Sprinkle, (2002) investigated the effects of monetary incentives on effort and task performance: theories, evidence, and a framework for research. The study relied on reviewing theories and evidence regarding the effects of (performance-contingent) monetary incentives on individual effort and task performance. On the other hand William,(2015) investigated on the use of non-financial incentives as a strategy to improve teachers performances in Tanzania: a case of Ilala municipality community secondary schools the study was specific to teachers .Mercer (2004);investigated on factors that keep employees motivated in

their jobs. Razi afif,(2007) investigated on identifying non-monetary factors that affect employee performance in the Palestinian telecommunications sector therefore different from other study this study investigated the contribution of non monetary incentives to employee s performance in Chato district.

2.8 Conceptual Framework

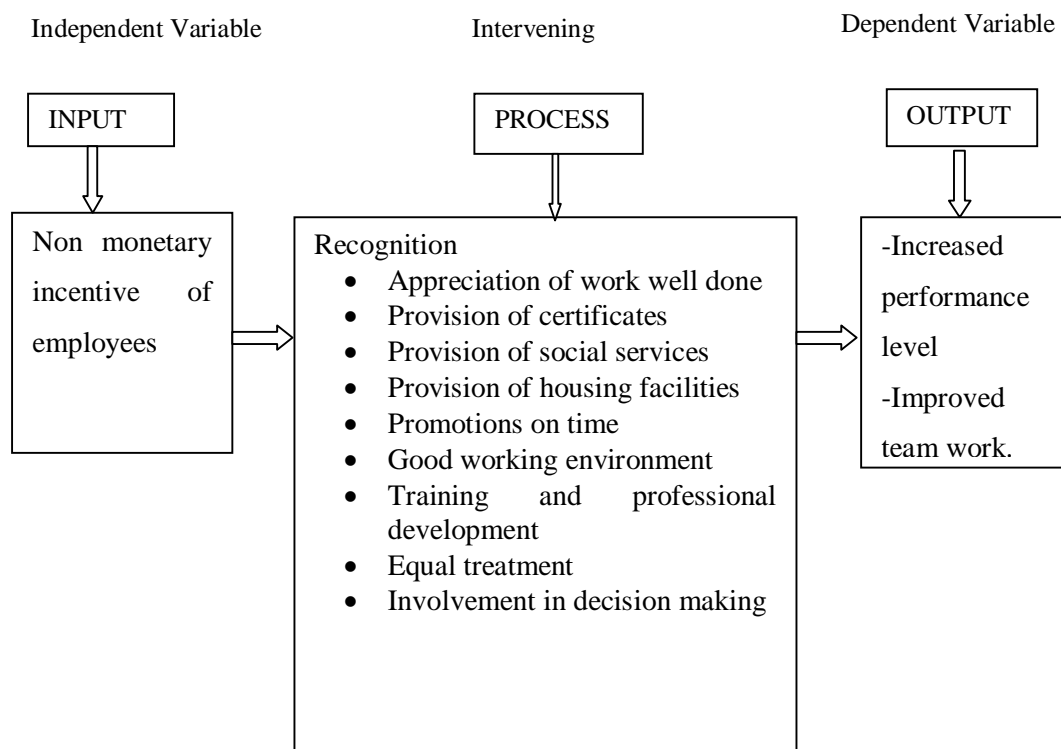


Figure 2.1: Conceptual Framework

Source: Adopted and Modified from katz and khan (1978)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodological procedures that was used in collecting pertinent data in response to the study's objectives, it explained the methods and procedures which was used in the process of both data collection and analysis, more specifically, the chapter addressed the research design, data types and sources, the study area, types of measurements, population and sampling techniques, data collection methods, research procedures and techniques of analyzing data. Also in this chapter, other aspects such as validity and reliability of the instruments and ethical issues were given reasonable consideration

3.2 Research Approach

In undertaking this study, qualitative research approach was used. Qualitative research approach has been chosen for this study for a number of reasons, first, it allows the researcher to study people and things in their natural settings, attempting to make sense of, or interpret phenomena in terms of the meanings people bring to them. Also it involves the study and collection of a variety of empirical material that describe routine and problematic moments and meanings selected due to their administrative roles in supervising, monitoring and management of employees who are under their departments

3.3 Research Design

This study used case study design. This design is an intensive inquiry that investigates a contemporary phenomenon within its natural setting (Yin, 2009). Case

study was suitable as it allowed the researcher to get holistic and in-depth information of the contribution of non monetary incentives on employee performance in Chato district council. In this particular study, interpretative approach provided rich descriptive accounts that enabled the researcher to understand a phenomenon, a process, and points that raised by the respondents. According Ary, Jacobs and Razavieh (2010) the interpretive paradigm describes and attempts to interpret experience aiming at understanding how events, processes, and activities were perceived by participants. Moreover, case study design was much preferred due to its flexibility since it is under qualitative approach. Yin (2009) posits that case study design is flexible and responsive to the emerging conditions of the study.

3.4 Area of the Study

This study was conducted in Geita region specifically in Chato District council. Chato district council was purposely selected because the council in collaboration with PORALG has been in the project of providing non monetary incentives to workers with the aim of improving performance to workers. Also the area was accessible to the researcher.

3.5 Population

3.5.1 Target Population

According to Segumba (2015) as quoted in Omari (2011) a population is the totality of any group of units which have one or more characteristics in common that are of interest. The target population for this study comprised DED, WEO, and VEO, heads of department, primary and secondary school teachers. Clinical officers and

midwives

3.6 Sample size and Sampling Technique

3.6.1 Sample Size

Kothari (2004) also defined a sample as a small proportion of a population selected for observations and analysis. By observing the characteristics of the sample, one can make certain inferences about the characteristics of the population from which it is carefully drawn. The expected sample comprised of thirty five (35) respondents consisting of 1 DED, 4 Head of departments, 5 Weo, 5 Veo, 5 Primary school teachers, 5 Secondary school teachers, 5 Clinical officers and 5 Nurse midwives.

3.6.2 Sampling Technique

Omari (2011) defined purposive sampling as process which involves picking units most relevant or knowledgeable in the subject matter, and study them. It is a technique whereby the researcher judges who is to be included in the sample to give the right information which not easily obtained from any other respondents. DED, WEO, VEO and heads of department were purposively selected for inclusion into the sample until a saturation point is reached, where the previous responses from respondents were repeated. Kombo and Tromp (2006) stated that, "the power of purposive sampling lies in selecting participants who provide the richest depth analysis related to the central issue being studied".

3.7 Data Collection Methods and Instruments

In this study both primary and secondary data were collected and one data collection instrument employed was interview only.

3.7.1 Interview

Interview is another research instrument that was used by the researcher to collect data. Kothari (2004) define an interview as a technique that can be employed to collect information that involves oral and questioning of respondents. A research interview involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions. Interviews can be conducted face-to-face or over the telephone (Easwaramoorthy & Zarinpoush, 2006). The interview is advantageous because it is quite flexible, adaptable and can be used for many people (Frankel and Wallen, 1990).

Detailed information can be obtained and well explained, more over an interview can gather other supplementary information and quality information by probing for more information .However the interview can be disadvantageous since the interviews may be subjective in responding to the questions and the responses being biased. The researcher employed employ both structured and unstructured interview questions to collect information from DED, WEO, VEO, Heads of department ,primary and secondary school Teachers, clinical officer and nurses.

3.8 Source of Data

The study used both primary and secondary data. Adamu (2008) has shown that Primary data is the data collected by the research from the field for the purpose of answering a research question/issue. Also Kothari (2004) contended that Primary data are those which are collected afresh and for the first time hence being original in character. These data allowed the researcher to control the information provided by the respondents rather than depending on questions and information asked by

another party perhaps with quite different intentions. In this study data were collected through structured and unstructured interview which were administered to Teachers for primary and secondary schools, clinical officer and nurses. Also, Interview was used to collect information from medical practitioners, primary school teachers, secondary school teachers, DED, WEO, VEO and heads of department

Secondary data are those data that are already available. They refer to data which have already been collected and analyzed by someone else for some other purposes (Saunders et al, 2003).The researcher used such data in order to gather relevant information for the study. Secondary data were obtained through reading different materials, like books, journals, magazines and other methods such as motivation record and employee performance.

3.9 Data Analysis Plan

Data analysis is the process of making sense out one,s data. It involves scrutinizing the acquired information and making inferences (Kombo and Tromp 2006).The methods which are used in data analysis are influenced by whether the research is qualitative or quantitative. In this study therefore data were analyzed qualitatively

3.9.1 Qualitative Data Analysis

Qualitative data is subjected to content analysis. Qualitative data were collected and used in interpreting, verifying and illustrating qualitative findings. According to Kombo and Tromp (2006) content analysis is a systematic procedure designed to examine and analyze the recorded information. Through content analysis, the researcher was able to synthesize and search for the general pattern by grouping data

into meaningful categories. The information and data addressing a particular research question was put together and subdivided into coherent categories that helped in searching for the main themes which latter were analyzed according to the research questions.

3.9.2 Validation of Instruments and Data

The instruments are said to be valid if they are accurate and actually measure what are intended to measure. The method which was used to validate data collection instruments in this study were tried them out. Before going to the field interview questions were administered to some members to check if they are bringing about the required information. After this tryout, instruments were improved to remove weakness that have been identified. Also experts were consulted to check if instruments are well designed in relation to the research objectives. To ensure validity and reliability of data, the researcher used variety of methods in data collection. This method is called triangulation, a typical strategy for improving the validity and reliability of research findings. Creswell (2012) described that triangulation means the use of different data sources of information by examining evidence from these sources and using them to build a coherent justification for theme.

3.10 Ethical Consideration

Ethics refers to the set of widely accepted moral principles that offer rules for and behavioral expectations of the most correct conduct towards experimental subjects and respondents, employees, sponsors, other researchers, assistants and students (Strydom, 2007). In accordance to this study, the researcher adhered to the following

ethical issues: he asked permission of conducting the research from vice chancellor of the open university of Tanzania in which the authority of conducting research was obtained. Also, during the study the names of the respondent and information about the participants remained confidential. Each participant was given adequate time to read the information concerning the study and its requirements. Participants also were given an opportunity to explain their right to ask questions and to withdraw from the study at any time. For case of clarification, respondents were allowed to discuss in English and Kiswahili. The researcher recorded the notes using the operational language which remained to be English. Bhattacharjee (2013) argues that ethics is very essential in research because it monitors and directs the researcher on principles of science or scientific method.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The part of this chapter contains the research findings, analysis and discussion. The collection of information and data in the study was guided by the researcher objectives. The objectives of the study were to identify non-monetary incentives that are used by employers in promoting employees performance at Chato District Council. To explore the perception of employees about the suitability of non monetary incentives in promoting employees performance in Chato District Council; to examine how employers implement the provision of non monetary incentives to influence employee's performance in Chato District Council and to determine how provision of non-monetary incentives influence employees performance.

The research objectives correlated from the research question that was presented by the researcher. The research questions presented are: What are the non-monetary incentives that are used by employers in promoting employees performance at Chato District Council? What is the perception of employees on non-monetary incentives? How do employers implement the provision of non monetary incentives to influence employee's work performance in Chato District Council? And what are the factors hindering the provision of non monetary incentives to influence employee's performance in Chato District Council?

The findings of the study were obtained through responses from questionnaires and interviews filled by District Executive Director (DED), Ward Executive Officer

(WEO), VEO, Primary school teachers, Secondary school teachers, Clinical officers and Nurse midwives. The sample elected was 120, but only 35 were able to take part as shown in the Table 4.1.

Table 4.1: Respondents Groups

Respondents	Frequency	Percentage
District Executive Director	1	2.8
Head of departments	4	11.4
Ward executive officer	5	14.3
VEO	5	14.3
Primary school teachers	5	14.3
Secondary school teachers	5	14.3
Clinical officers	5	14.3
Nurse Midwives	5	14.3
Total	35	100

Source: Field Data (2018)

4.2 Analysis and Discussion of Findings

The findings and analysis of the study was based on the objectives of the study as they are discussed below on objective after another.

4.2.1 Non-Monetary Incentives Used by Employers in Promoting Employees Performance in Chato District Council

None monetary incentives are the part of the things that motivate employee performance in the working areas like in the teaching intuitions, organizations and different offices. The study conducted by the researcher in Chato district council identified different non monetary incentives that were used by employers to motivate their workers for the good performance in the working areas. In the interview with some medical practitioners who were five (5) about what do they know about none monetary incentives; one of them said that;

Non monetary incentives are like rewards that are given to the workers in order to motivate them but which are not in terms of money like being

recognized, being the time to rest and being implemented in their daily work.

However, another medical practitioner said that for him non monetary incentives are

Something that is given to any worker because of the good work done by the worker to motivate him or her

From the argument above about the medical practitioners at Chato District council know about the non monetary incentives it can be observed that most of them understand the non incentives as something given after doing something. The study conducted by Meachan *et al.* (1999) affirmed that Non-monetary incentives are the physical or perceptible incentives, societal practices or work associated element which are used in an institution to encourage workers devoid of direct cash compensation. He said that perceptible, non-financial incentives motivations denote physical substances which include citation, gift, certificates, clothing, key holders and discounted tickets to access different facilities at the workplace.

Therefore, the study show that the medical practitioners for them during the research show that they understand the meaning of it only in one side of the coin that is recognition of non monetary incentives as something physical and perceptible that is recognition and thing given to somebody after doing something extra in his or her work. But on the real sense it was observed that sometimes these non financial incentives are given to the worker before even doing something extra in the work place for the purpose of motivating them to give good work outcomes.

On other institutions or organizations however, non-monetary incentives are provided after the good work attained. This can be revealed by Lumumba (2012)

who said that these incentives are also known as motivation for greater achievement of an action. They are things given to employees aside earnings with the view to stimulating them to achieve an institutional objectives or goal. That means it is given before the good work done to motivate the workers. He also said that it also stands for rewards given by employer to the employee in respect of better work accomplishment in an organization. So, it can observe that these non incentives are given by the employers in the different perceptive; before good done or after good work done but the aim being the same to promote employee performance.

Furthermore, in this study conducted at Chato District Council about the non financial incentives that is used by the employers in promoting employee performance it was discovered that some of the medical practitioners mentioned some the non financial incentives that are given by the employers for promoting employee performance like certificates of appreciation for the good work, T-shirts and sometimes sent for the seminars to gain more skills, also recognition as workers and job promotion. In the interview with one of the medical practitioners about the rewards given to them by employers he said that; ò

It has been always observed in our hospital that mostly the non monetary incentives are given after the good work done by the worker. The incentives like certificate of appreciation in front of other Doctors or T-shirt which is written the words of appreciations or you can be sent for more training in your field as a promotion."

So, the researcher observed that mostly in most of the hospitals the non monetary incentives are given to the Doctors after they have did something good for the development of the organization o institution. And the non incentives provided which have been more appreciated by many Doctors were being sent for training in

their fields as promotion. This has been appreciated by most them due to the fact that once they come back from the training they are promoted for higher position something which has increased more work performance among Doctors in Chato District Council. So, more encouragement is needed to other areas to make sure that workers are doing their level best for the development of their institutions or organization not only for the purpose of being promoted by their the employees.

In addition to that, recognition has been mentioned also to be one among the non monetary incentives used by the employers in promoting employees performance at Chato district council. In recognizing somebody after doing good work even before doing it is increasing something to the employee in his or her daily work activities also work performance. Also, recognizing the employee after or before doing something good is not necessary that to be given something tangible, but even intangible. For example as an employer you smile to you employees or just greeting by saying hi, it gives happiness and confident to the employees understanding that or, I will recognize by my employers rather keeping quiet to them or even greeting becomes hard, this will reduce working performance to the employees.

The study conducted by Deeprase (1994) argues postulated that recognizing employees in an organization causes a fundamental outcome on the productivity of employees. When recognition as a reward is used in an effective manner, it results in the performance of employees that is improved. In the real sense, workers have always taken recognition as part of what they feel; it results in improved work, which in turn leads to improved performance in turn to an organization's efficiency. In one of the interview with one of the VEO about how recognition of workers is

among the non incentive which used by the employers in promoting employees performance in Chat district council he said that,

“Recognition generates an ample working atmosphere which has the ability to motivate workers so that their achievement can be high. But also, recognition increase work morale to the employee and love more and more his or her work.”

So, the researcher argued the workers in Chato district council to make sure they accept happily this kind of non monetary incentives. But also the employers should make sure they are able to provide different kinds of non monetary incentives it can be every week or month or year. This will make workers to compete in the job and aiming high as a result increase working performance. Furthermore, job promotion has being identified by the research as one of the non monetary incentives that is used by employers in promoting employees performance in Chato district council. Promoting an employee in the working area is very good and important one. When an employee is promoted understands for sure that he or she is valued by his or her employers but also is seen in his or her work effort done. Promotion of the employer can be in different ways depending the employer uses which one.

The study conducted by Lindner (1998) recommended that companies should also consider the following factors in motivating the employees; tailored reward systems that cover cash and non-cash compensation, job enlargement and enrichment, job promotions, and internal and external stipends. For motivation to be effective, managers need to understand what motivates employees and match to the roles they perform and this can clearly be done by linking employee incentives to their levels in the organization so that their needs are clearly represented. This is because it is clear that as employees get promoted they rise in the organization level and their pay

increases as well since research suggests that as income increases, money becomes less of a motivator. However, in the interview with one of the teacher on how job promotion as one of the non monetary incentives is used by employers in promoting employees performance in Chato district council said that,

“Every teacher or any other worker likes to be promoted especially in a specific of time. The promotion can be through increasing the salary, being sent for further studies or being rewarded for the best work done. So, the work will sense that there is meaningful and value in working rather just remains on the same position, salary, education and so forth without being promote. This can lead to some of the workers to give up and see that there is no meaning of working especially by being employed.”

So, job promotion should be observed by all organizations, companies or intuitions so that the workers value and love and are comfortable in the working position. In Chato district council it has observed that only few organizations and institutions had the tendency of promoting workers from their positions. So, the researcher argues that there is a need of these employers to have the tendency and programme of promoting their workers in their positions so as to develop as workers in the positions that we are holding.

4.2.2 Perceptions of Employees about the Suitability of Non Monetary Incentives in Promoting Employees Performance in Chato District Council

The researcher also intended to explore the perception of employees about the suitability of non monetary incentives in promoting employees performance in Chato District Council. In exploring the perceptions for the employees about the suitability of non monetary incentives the employees specifically teachers from primary school and teachers from secondary schools who in total number were ten (10) means five from the primary teachers and five from the secondary schools; the teachers were

asked by the researcher to show the non monetary incentives which were used by in Chato District Council.

The options statement provided to respondents to select specifically in non monetary incentives were burial support, children education support, reward for higher performers, provision of trips and tours, medical assistance to family members and provision of accommodations. The responses from the statement given were categorized from agreed, neutral and disagree. From the statement given it was discovered that a good number of teachers from both primary and secondary schools in Chato district agreed that provision of accommodation brings suitability for them as a non monetary incentives but few disagreed about this facts. It was discovered by the researcher that there is suitability of workers specifically teachers in non monetary incentives especially being accommodated by the administration due to the fact that it avoids teachers to have alternative use if they are provided with money to pay for accommodation but instead when they accommodated directly if for six month or one year it will be really for that particular use.

The study conducted by Mwanyi (1995) affirmed that workers use a lot of amount of their salaries in renting house, while the renting cost keeps going up and not matching with the amount of the salaries that is raised by the government. Further, he identifies that this non monetary incentive helps the workers to minimize costs regardless the increasing of the amount of rent of the house. In the interview with one of the teacher of primary school in Chato district about how provision of accommodation brings suitability to the teachers and other workers, he said that

“This kind of non monetary incentives that is provision of accommodation

brings suitability in our working areas since it reduces the disturbance but also it reduces the amount of money that were to be paid by teachers in case the house rent could increase and the salary remain the same.”

However, in the interview with other teacher from the Secondary school from Chato about how the provision of accommodation as one among the non-incentives brings suitability for them, she said that,

“Non monetary incentives specifically provision of accommodation help us to balance the use of our salary as far as we don’t have that budgetary of thinking about payment of house and other kinds of accommodations.”

So, from the discussion above it can be observed that non monetary incentives gives comfort ability and suitability to the workers due to the fact that it reduces disturbance to the workers. On the hand, most of them said that provision of accommodation increase the work performance to the teachers as they are not thinking further about the place to stay instead they are sure about it, therefore good performance. Therefore, the teachers from Chato advised other workers instead of accepting the monetary incentive should be ready to learn to be provided with non monetary incentive as far as it helps to increase work performance in their working areas.

Furthermore, provision of medical assistance was another statement given to the teachers to see whether they agree, disagree not have answer about it on whether it brings suitability to them as one among the non monetary incentives. The teachers were asked whether they agree or disagree on this statement. It was observed that a good number of teachers from primary schools agreed about it but some from secondary schools. The study conducted by Bangi (2008) affirmed that the influence

of non-salary factors in teachers' mobility, and recognized that there are some incentives that are used by some institutions to increase teachers' mobility: provision of housing, lunch, transport and medical service, participation in decision making and profession development. However, in the interview with one of the teachers from primary school why the provision of medical assistance is perceived to increase the suitability of work performance, he said that,

“This gives assurance to the teachers and their families. This is due to the fact that the government provides Bima to us and it is the one which is concerned with payments of it. So, in case you're sick or you child, you are sure of getting the services at anytime regardless you have money or not. But, if it could be that you're paid, you could use the money for other purposes.”

Also, the researcher interviewed another teacher from secondary school on how the provision of medical assistance can bring the suitability in working performance; he said that,

“For me there is very little suitability obtained from this kind of non monetary incentive specifically the use of Bima provided by the government. This is due to the fact sometimes you can stay even for five years you're not suffering from any kind of diseases, so, the provision of medical assistance become meaningless to me, better if they could provide money for this kind of service so that if I'm not sick I could use it for the other purposes.”

Therefore, it was observed by the researcher that this issue of medical assistance from the teachers of Chato districts that they have different attitudes about it, that some agreed while some of them are against the statement. However, it is advised by the researcher that medical assistance is a very important issue because it is not known at which time you can become sick. So, it gives you assurance at anytime if you're sick you are assured of getting the treatment.

Another statement was on the reward for higher performers. The teachers were asked whether they agreed or disagreed on the reward for higher performers as non monetary incentives whether it increase suitability in working performance. It was observed by the research that both the primary school teachers and secondary school teachers agreed on the statement that the reward for higher performers brings suitability in increasing work performance to workers. The study conducted by Mullins (2005) showed that there is a direct relationship between incentives/rewards and job performance resulting these rewards and incentives for individual employees. This reflects the entire level of expectation to the suggested outcome for the desired in the organization after the level of motivation. In the interview done with one of the teacher from primary school on how the rewards/incentive for higher performers can bring suitability in increasing working performance she said that,

“In any work done well it needs to be appreciated in anyhow. In appreciating the good work done automatically increases good performance for the particular person appreciated. The same applies to the rewards for the higher performers it brings suitability to the workers as result increase work performance. This reward can be in form of appreciation certificate or anything which is non monetary incentives.”

So, from the researcher observed that from the attitude of the respondents it shows obviously that rewarding the higher performer was mostly agreed with the respondents as one of the things that gives suitability to workers in increasing working performance. The awarding of the higher performer will not only increase working performance to one person but all workers duet to the fact that they will want also to be appreciated in the good work performed. So, the teachers and other workers in Chato are advised to work hard so that they can be rewarded and motivated in their work for the purpose of increasing working performance.

Children education support was another statement that was given to the workers to show that whether they agree or disagreed about it. The research asked the teachers whether they agreed on this statement or they disagreed about it. It was observed that most of the teachers from primary school agreed on it but it was different from the few teachers from the primary school. In the interview with one of the primary schools teacher on how children education support helps them to increase suitability in working performance, she said that,

“Education is very important to our children. So, in comparison with our salaries paid and the amount of school fees is different. We received little but the school fee is very high to many of the schools specifically the private schools. So, if you children are supported it decrease some of the task that as parent you were about to bear. So, it’s a good non monetary incentive as far as it will help to increase the work performance.”

However, in the interview with one of the secondary school teacher as on how children education support can increase suitability in working performance he said that,

“for me it does not bring any suitability in increasing working performance due to the fact sometimes in given this kind of rewards your given some conditions. For example you are told that only one child will be supported among may be five children you have. Also, another condition is the kind of school that you are limited to send your child is of low school fees of a certain limit. If it is higher than what you have been instructed, the amount remained is just paid by yourself. So, it is better to be given money and plan yourself where to send your children.”

So, from the interview with the primary and secondary school teachers of Chato district Council it has been observed by the researcher that this kind of non monetary incentives of giving support to children in education is perceived differently from the workers due to the conditions set. So, it is automatically that it can increase or reduce the suitability of workers in working performance according to the degree of

perception. But it is advised by the researcher that, this kind of incentive helps to reduce the burden from the parents especially when he/she has many children who all of them need to go school. But also, it is advised that in case the organization or institution gives this kind of reward/incentives should make sure they put no conditions on it so that to give the free chance to their employer to enjoy the rewards they are given to increase the work performance in their areas of work.

4.2.3 Employers Implementation of Non Monetary Incentives to Influence Employees' Performance in Chato District Council

The third objective was to examine on how employers implement the provision of non monetary incentives to influence employees' performance in Chato District council. It was discovered that in most of the organizations or institutions the employers do have different way on how to implement the provision of non monetary incentives to influence their workers performance. Further, on the study conducted by Yavuz (2004) affirmed that When we talk of incentives, most people or employers consider monetary benefits thus increasing employees' salaries disproportionately. It must be noted that there are other factors that encourage an individual to give off his or her best. These factors include Satisfaction of job, Job Security, Job Promotion, and Pride for accomplishment among others. Since these are not directly related to money they are known as Non-monetary incentives.

However, the study conducted in Chato district council found that there are also a good number of employees who implement the provision of monetary incentives rather than other kind of incentives like non monetary incentives for the purpose of increasing working performance. Further the research that was conducted in Chato

District Council observed that some of the employees implement the provision of non monetary incentives specifically by recognizing employees, by providing training and career development, by providing job security and by provision of good working environment as it was itemized by the respondents in the studying area who were interviewed by the researcher. The non monetary incentives were observed by the researcher in Chato are explained below:

Most of the employers from Chato district council said that the provision of non monetary incentive to influence employees' performance was by sending the employees to get various training. It was found that previously the employer used to provide money to their workers for the purpose of increasing work performance. But the employers in Chato district council decided to change and use non monetary incentives as far as they see such kind of incentives motivate the worker and also give them the big chance for development and implementation of working performance.

The study conducted by Cole (2005) affirmed that the benefits of training the employees increasing the employees' morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace. Training helps improve change management by increasing the understanding and involvement of employees in change management process. Furthermore in one of the interview with one of the employer in Chato district council on how training influence employees'

performance in his organization he said that,

“Training helps to improve and maintain employee’s job performance due to the fact that it helps the worker or employee knowledge, skills and develop their abilities which help them in performing their day to day activities.”

From the interview above, the researcher observes that by providing training to the employees as one of the non monetary incentives helps to increase knowledge, skills and develop their abilities. Increasing knowledge and skills of your workers will help to make you organization to prosper, to develop and on the other hands help the employee himself or herself whenever will continue to worker their or being employed on the other areas. Their abilities will increase due to the fact that they will have new ideas on the particular field. So, this kind of non monetary incentives automatically benefits both the organization and the employees something which is good. But the provision of money as incentives could just last for sometimes.

Furthermore, the study conducted by Chew (2004) provides another idea on the concept of training of employees as non monetary incentives as he said that training is one among the factors for retaining employees especially young ones. But Messmer (2000) argues that employee could be retained by investing in training employees. In that aspect it has been argued that the organization invests in employees who are likely to come back to the organization after completing their training. Organization should spend more resources in training and development for better retention.

Different from the previous studies, the study conducted by Dockel (2003) about training the employee as one of the non monetary incentives argued that workers

who are trained by their employers feel more like part and parcel of the organization and it is also the way the employers show their commitment to their employees. In the interview with another employee on how the training can influence employees' performance in Chato District council he said that,

“It is important to train the employees due to the fact that in training the employees gives opportunity to employees to provide more quality services to the organization which is good thing for organization also to compete with other organizations to due to the good and quality services provided by the workers.”

So, it is obviously seen and observed by the researcher that training as one of the non monetary incentives is very crucial for the employers in Chato district Council as they have both benefits to employers and organizations which something good. So, the researcher encourages other workers to make sure that they provide non monetary incentives to the employees. In addition to that, some employers in Chato district council said that the provision of non monetary incentive to influence employees' performance was by recognizing employees. The researcher observed that this kind of non monetary incentives is very important due to the fact that the employees feel that they are part and parcel of the organization or institution. Recognizing your employees increases the happiness of the employee and treats the organization or institution as theirs.

The study conducted by Isanzu (2014) affirmed that it is very important that employer recognizes hard work of his or her employees. He further said that even a word of appreciation from him would motivate the employees to maintain the same level of performance or do even better. Recognition need not necessarily be in the form of tangible benefits to employees. It may be any gesture from the employer

which should come at the right time. In the interview with one of the employer from the Chato district council on how recognizing the employees as one of the non monetary incentives can influence employees performance he said that,

“It is very important to recognize the employees due to the fact that if employees are well recognized for their efforts, then they feel satisfied and they become willing to put more effort. Furthermore, every employee has a need to be recognized, for doing a good job due to fact that the performance recognition makes individuals feel better about themselves and their organization, thus work with the organization for long period of time.

On the other hand, it was observed by the researcher that recognizing of the employees also helps to retain the employees in the working areas. It was observed that most of the organizations fail to retain employees because employers are not aware on the factors or on how to retain employees which are recognition and self development. The study conducted by Lee (2006) supported the idea by affirming that due to this situation organization will continue loose competent employees who join other organization, if managers will not be able to recognize and implement suitable retention strategies that will assist in minimizing the occurrence of competent employee turnover in organization. To add, the other interview conducted with one of the employee about on how recognizing employee can influence the work performance said that,

“Sometimes in our organization we have what we call employee of the month, recognized by having his photo and position displayed on organization notice board and this motivates the employees to work harder an increase work performance.”

Therefore, it argued by the researcher that to some of the organizations, companies and even institutions to have this kind of non monetary incentives. Sometimes recognizing the workers is not by giving or providing to them something tangible but

even saying thank you for exceptional services or performance that an employee has achieved or even smiling increasing work performance to the employees.

Also, the employers from Chato District Council said that the provision of non monetary incentives to influence employees' performance was by providing job security to the employees. Job security is very important to an employee. The researcher observed that if the employee is sure of his or her job security will always work hard and comfortably since they feel to be the part of the organization. Job security is not assured now days to most of the organization which decrease sometimes even the morale of working hard to the employees. The study conducted by Isanzu (2014) affirmed that it is believed that nothing can motivate a worker appointed temporarily, better than provision of job security. Even if a temporary worker puts in greater efforts, lack of job security will always pose a threat. If such a worker is given job security, he will be grateful to the management.

Phillips and Connel (2003) in their studies showed that job security can enable employees to become stable in their jobs and the organization they work for such that it allows them an opportunity to make plans, buy homes and achieve a sense of confidence in their own future, thus continue to work with the organization for a long period of time. In the interview with another employee on how job security as one of the non incentives influence employees performance he said that,

“Job security influence employees to remain to work in the organization due to the fact that is one of the factor for retention, employees want to the assurance that their job will be there when they wake up tomorrow, and not to wake up and go to work only to find out the he or she is fired just because the employer does not want them any more in his or her company for no special reason.”

So, the researcher observed that job security as one of the non monetary incentives that influence work performance should be practiced in the working areas. Without job security an employee cannot work hard and put all his or heart in that work by knowing that at anytime can be chased or being stopped from that working place. In addition to that, a good number of employers in Chato district council said that the provision of non monetary incentives to influence employees' performance was by assuring or provision of good working environment.

The researcher observed that working Work environment is important among the factor that influences employee retention in organization. Good working environment provide comfort ability to the employee. But poor working environment does not even motivate or increase work performance in the organization due to fact that there is no conformability on working in such kind of environments. The study conducted by Ramlall (2003) confirmed that people struggle to work and stay with organization that has conducive work environment like working equipments, air conditioning, office space, comfortable chairs and so forth.

according to George and Jones, (1999) for them Comfortable working environment with enough facilities, low physical psychological stress, and achievement of work goals helps to increase employee satisfaction while poor and stressful working environment like shortage of work facilities, work overload, inadequate fund result to dissatisfaction. Thus organization should provide favorable and conducive working environment to its employees so as to improve productivity and efficiency of an organization since employee feels that they are valued and making difference. In the interview with one of the employers on how good working environment as

one of the non monetary incentives influence employees performance in Chato district council said that,

“Any working place or area in any organization, company or institution is influenced by good working environments. Without good working environments almost the work cannot be done properly due the fact that the workers will not be comfortable as a result increases low morale of working.”

So, the researcher in Chato district council observed that on the areas where there was no good working environment specifically in the organizations which deals with productions of goods and which regards the quality of products there was poor production and poor quality of goods produced, but also the workers were not even happy with their working areas. So, it is argued by the researcher that the employers in different organizations should make sure they provide good working environment to their workers as one of the non monetary incentives for the improvement and increase of working performance in the particular area. Therefore, generally it has been observed by the researcher that most of the employees in Chato district council were providing to non monetary incentives to their workers. And they have shown how these employers implement the provision of non monetary incentives to influence employees performance: by sending their employees to the training, by recognizing their workers, by providing job security and by providing good working environment to them.

4.2.4 How Provision of Non Monetary Incentives Influence Employees Performance in Chato District Council

The last objective in the study area was to determine on how provision of non monetary incentives influence employees performance in Chato district council. In

this objective the researcher try to investigate how provision of non monetary incentives like sending employees to the training, job security, recognition of employees, providing good working environment, certificate of appreciation, provision T-shirts, sending employees to the seminars, provision of accommodation, provision of medical assistance, reward for higher performer and children education support influence employees performance in Chato District council.

On the other words we can say the outcomes of the non monetary incentives on employeesø performance in Chato district council. So, the respondents give their views through different interviews that were conducted by the researcher on how the provision of non monetary incentives influences employeesø performance in Chato district council. The non monetary incentives influence employeesø performance through increasing flexibility of working to the employees, contribute to employee satisfaction which can lead to long-term results, through widening the employees knowledge and abilities, increasing employees morale of work and through increasing productivity and efficiency. Also, it is through cost saving, through satisfaction of employees, by increasing high productivity to the organization and profitability, through increasing morale, through increasing competent employees and retaining of employees in the organization.

However, the researcher discussed each variable below on how provision of non monetary incentives influence employees performance in Chato district council. Firstly, it is through cost saving. It was observed by the employer that provision of non monetary incentives helps the cost saving in the organization or institution or companies due to fact that when you send the employees for training or a certain

course or seminar as non monetary incentive to the employee it is obviously that it help the organization to reduce cost saving as far as some of the things which were needed an expert to do them will be performed by the employees themselves who have that kind of knowledge after being trained. This automatically will increase work performance and reduce cost to the particular organization, company or organization.

The study conducted by Dess and Shaw (2001) affirmed that sending the employee for train, or seminars as a non monetary incentives helps organization to save cost caused by employee turnover. Turnover is very expensive, it includes the cost of recruiting new employee like advertising, interviewing, screening, training and time. Therefore, non monetary incentives help to reduce employee replacement costs and other indirect cost. In the interview with Ward executive officer on the cost saving can be the outcome of provision non incentives to influence employee performance in Chato district council he said that,

“Sending the employees for training helps to reduce cost especially in running different activities in our districts due to fact that sometimes we need experts to conduct internal seminars which have to be paid by the government, but if we sent our workers for training it save cost which were to paid to more than experts who could come and conduct different seminars. So, this kind of non monetary incentives can help really to save cost in our district.”

So, the researcher in Chato district council observe that through training as non monetary incentives can help in the reduction of cost to the employer which is something good. This can help the organization of grow and prosper and become meaningful to the employer and employees due to fact that if the employees could be given money as an incentive it could have benefit just for one said and for the while.

Furthermore, provision of non monetary incentives increases the employees' morale. The researcher observed that also in training the employees will increase the working morale due to fact that can help to improve the employee confidence and sometimes being even motivated. However, the study conducted by Cole (2005) supported the idea as he said that the benefits of employee development to an organization include: increasing the employees' morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace. Training helps improve change management by increasing the understanding and involvement of employees in change management process.

However, in the interview with one of the clinical officer on how increasing the employees' moral can be the outcome of non monetary incentives to influence employees' performance in Chato district council he said that,

“Morale of employees is an important aspect which can enable those workers who are employed to remain in the organization, institution or company. So, in training the employee as one of the non monetary incentives increase work morale of the employee and contribute in creating the friendly working environment and promote employees' work performance.”

Apart from training which results to increase working moral as an outcome also, there is recognition of employees which can also increase the working morale. The study conducted by Deeprose (1994) argues that recognition has a significant impact on employees' motivation and productivity. Effective use of recognition results in improved performance of the organizations. Employees take recognition as part of

their feelings of value and appreciation and as a result it increases employees' morale, which eventually increases efficiency of organizations. To add, It is for that reason, Danish and Usman (2010) affirm that when rewards and recognition are properly implemented, a good working atmosphere is provided that motivates employees to achieve high performance. So, the researcher in Chato district council observed that working morale as out of non monetary incentives: training and recognition can increase work performance to the particular organization. In the interview with one of the secondary school teacher on how morale resulted from recognition is the out of non monetary incentives influence employees performance in Chato district council he said that,

“Increasing of morale to the employees help to bring happiness and comfort ability to the working areas. Being recognized in the working area in whatever good work done will automatically bring many outcomes including increasing work morale. So, the employers should make sure they recognize the good job done by their employees so that they can increase work morale and increase of work performance of the employee.”

So, generally, the researcher observed that working morale to be one of the outcomes of provision of non monetary incentives to increase working performance. And it has been observed that working morale has been contributed from non monetary incentives which are training of workers and recognizing workers.

Furthermore, provision of non monetary incentives helps to increase job satisfaction of employees as result working performance. When the employee have good working environment can help them to be satisfied in the work. Poor working environment cannot obviously give job satisfaction to the workers in the working areas. The study conducted by Noel *et al* (2006) affirmed Availability of Conducive

environment such as facilities which are attractive, management support and employees' opportunities for growth helps in retaining competent employees. This raises the morale of employees in the organization with increased job satisfaction; organizations should develop and implement and provide more non monetary incentives in order to increase satisfaction of employees. However, for Kube *et al* (2008) affirmed that credited more output in non monetary gift as compared to monetary gifts contribute to a great deal to employee satisfaction and this satisfaction shows long term results. So, the researcher observed that if there is good working environment automatically the level of job satisfaction is higher to the employee than those without such environment in their working areas. In the interview with one of the nurse midwives on how job satisfaction of employee is the outcome of non monetary incentives she said that,

“Job satisfaction to us employees is resulted from good working environment. In absence of good working environment the work of midwives becomes very hard as far as if you lack tools, good rooms, medicines and working tools during the time deliverance will automatically make the working environment to be hard as a result no job satisfaction and poor working performance.”

So, the researcher in Chato district council observed that job satisfaction to the employees is very crucial due to fact that is resulted from the good working environment. So, the provision of non monetary incentives influences employees' performance in Chato district council by job satisfaction of the workers.

To add, provision of non monetary incentives helps to retain employees in the working area (organization, institution or company) as a result good working performance. Retaining of employees in working areas can be contributed to the provision of accommodation to the employees like housing, transport and medical

assistance to employees. The researcher recognize that this will help much to make sure the employees are retained in their working areas as far as they are sure with their job and security of their employment. Also, it the researcher observed that retaining employees in the working areas increases productivity and profitability. If you retain an employee like a teacher for example in work you change the school positively towards the stated goals and satisfy the teacher also. Further, the findings revealed that, employees are happier and perform better when they satisfy their basic needs in the working place.

The findings related to the Maslow's (1943) theory of hierarchy of needs which states that human beings are want animals. They have innate desires to satisfy a given set of needs. Maslow believed that each level of needs must be satisfied before those in the above level can be met. In the interview with one of the teacher from Chato district council on how retaining employees in the working area as the result of non monetary incentives which is provision of good accommodation, good transport and medical support can influence working performance, he said that;

“There are advantages of retaining teachers in any school because any organization needs human resource. For example, achievement of goals depends in teachers who are committed to work. So, it is obvious that if teachers get staff house and meals, they can run school activities smoothly and increase work performance.”

So, the researcher in the research area observed that there is a need of retaining the employees in the working areas. And for Chato district council it has been observed that this can be done is the organization is able to provide accommodation to the employee like medical assistance, transport, food during the working house and other things that are seems to be reasonable for retaining workers in working areas.

on the other said it has observed by researcher that Retention programs helps the organization to have competent and enough employees his reduces the problem of shortage, also employees who remain in the organization for a long period of time are easy to manage them because they are more familiar with the organization policies, culture and their roles. Hence there is the probability of achieving organization goals. However, in the interview with one of the teacher about how retaining of workers as an outcome of non monetary incentives to influence work performance in the schools, she said that,

“The provision of non-monetary incentives contributes to retain teachers in work, but also improves job performance. For example, in my school, teachers who got houses, they settled in work but also they were more comfortable in comparison to those who stayed in town having challenges of house rent and quarrel with house owners.”

Generally, non monetary incentives have been observed in the research area to be very important to the employees rather than even money as an incentives due to the fact it increase working performance. But on the other side it provides job security, job satisfaction, increasing morale of working the workers, helps to retain workers in working areas also it helps also to reduce cost to the organizations and other working areas.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents research conclusion and recommendations for the study. Generally the research findings of the study contributed knowledge and new ideas on the assessment of non monetary incentives and employee performance in Chato district council particularly on the identification of non monetary incentives that are used by employers in promoting employees performance; the perceptions of employees about the suitability of non monetary incentives in promoting employees performance ; how employers implement the provision of non monetary incentives to influence employees performance and to determine how provision of non monetary incentives influence employees performance in Chato District Council.

5.2 Summary of the Study

The research identifies non monetary incentives that are used by employers in promoting employees performance at Chato district council. The general result identifies there many non monetary incentives but the researcher just discussed few of them. Some of the non monetary incentives identifies are certificates of appreciation for good work, T-shirt, sending workers for seminars or training to gain skills, recognition as workers and job promotion few to mention. Among the non monetary incentives identified by the researcher the main once were certificate of appreciation and T-shirts, recognition of workers and job promotion.

Furthermore, in the perceptions of employees about the suitability of non monetary incentives in promoting employees performance in Chato District Council, the

respondents were given the statement to identify and see what was their attitude about it. They agreed that accommodation, provision of medical assistance, reward for higher performers, Children education support brings suitability for them as a non monetary incentives but few disagreed although not all of them.

Furthermore, on examining how employers implement the provision of non monetary incentives to influence employees' performance in Chato District Council, the researcher discovered that it is by sending the employees to get various training, by recognizing employees by providing job security and by assuring or provision of good working environment. Last, on the determination of how provision of non monetary incentives influence employees performance in Chato District Council; the researcher found that it was through cost saving, increases the employees' morale, helps to increase job satisfaction and Retaining of employees in working areas.

5.3 Conclusion

Basing on the study that was conducted on the assessment of non monetary incentives and employee performance; it was obviously discovered that from the objective which was on the identifying of non monetary incentives that are used by employers in promoting employees performance, it was discovered that some of the non monetary incentives were being given certificate of appreciation. Certificate of appreciation remains like remembrance and help the worker to work hard. But also being given the T-shirts as a part of non monetary incentives whereby they were written the words of appreciation if you're the good worker of the month. Also, another non monetary incentive was recognition of workers.

Most of the respondents affirmed that recognizing employees generate an ample working atmosphere which has the ability to motivate workers so that their achievement can be high, but also increase work moral to the employee and love more and more his or her work. Also, there was job promotion as the non monetary incentives that bring work performance. On the interview with teachers it was discovered that promotion can be through increasing the salary, sending workers for further studies or being rewarded for the best work done. So, the worker will sense that there is meaningful and value in working rather just remains on the same position, salary, education and so forth without being promote. This can lead to some of the workers to give up and see that there is no meaning of working especially by being employed.

However, in the exploring of the perceptions of employees about the suitability of nonmonetary incentives in promoting employees performance in Chato District Council, on the statement given to respondents to agree or disagree, the researcher identifies that the respondents agreed that accommodation is suitable as non monetary incentives in work performance, other statements are provision of medical assistance, rewarding for higher performers and children education support. However, the respondents affirmed that this kind of non monetary incentive that is provision of accommodation brings suitability in our working areas since it reduces the disturbance but also it reduces the amount of money that were to be paid by teachers in case the house rent could increase and the salary remain the same.

On the other hand, it was seen that medical assistance gives assurance to the teachers and their families. This is due to the fact that the government provides Bima

to us and it is the one which is concerned with payments of it. So, in case you're sick or you child, you are sure of getting the services at anytime regardless you have money or not. But, if it could be that you're paid, you could use the money for other purposes. However, on the reward for higher former, the researcher discovered the rewards for the higher performers bring suitability to the workers as result increase work performance. This reward can be in form of appreciation certificate or anything which is non monetary incentives. But on the children education support, the researcher found that supporting children in education as a non monetary incentives decrease some of the task that as parent were about to bear. So, it's a good non monetary incentive as far as it will help to increase the work performance.

Furthermore, on the examination on how employers implement the provision of non monetary incentives to influence employees' performance in Chato District Council, the researcher discovered it was through sending the employees to get various training, by recognizing employee, by providing job security and by assuring or provision of good working environment. So, it was discovered that in sending the employees to get various training, helps to improve and maintain employees' job performance due to the fact that it helps the worker or employee knowledge, skills and develop their abilities which help them in performing their day to day activities.

Also, in recognizing the employees is very important due to the fact that if the employees are well recognized for their efforts, then they feel be satisfied and they become willing to put more effort. Furthermore, every employee has a need to be recognized, for doing a good job due to fact that the performance recognition makes individuals feel better about themselves and their organization, thus work with the

organization for long period of time.

Further, it was also discovered that job security influence employees to remain to work in the organization due to the fact that is one of the factor for retention, employees want to the assurance that their job will be there when they wake up tomorrow, and not to wake up and go to work only to find out the he or she is fired just because the employer does not want them any more in his or her company for no special reason.ö also, the provision of good working environment it was discovered that in Any working place or area in any organization, company or institution is influenced by good working environments. Without good working environments almost the work cannot be done properly due the fact that the workers will not be comfortable as a result increases low morale of working.

To add, on the determination on how provision of non monetary incentives influence employees performance in Chato District Council, the researcher discovered that it was through cost saving whereby öSending the employees for training helps to reduce cost especially in running different activities in our districts due to fact that sometimes we need experts to conduct internal seminars which have to be paid by the government, but if we sent our workers for training it save cost which were to paid to more than experts who could come and conduct different seminars.

So, this kind of non monetary incentives can help really to save cost in our district.ö Also, it is through increases the employeesø morale where by öMorale of employees is an important aspect which can enable those workers who are employed to remain in the organization, institution or company. So, in training the employee as one of

the non monetary incentives increase work morale of the employee and contribute in creating the friendly working environment and promote employees' work performance.

Furthermore, it is through recognition of employ whereby being recognized in the working area in whatever good work done will automatically bring many outcomes including increasing work morale. So, the employers should make sure they recognize the good job done by their employees so that they can increase work morale and increase of work performance of the employee. Also, increase job satisfaction of employees whereby Job satisfaction to us employees is resulted from good working environment.

In absence of good working environment the work of midwives becomes very hard as far as if you lack tools, good rooms, medicines and working tools during the time deliverance will automatically make the working environment to be hard as a result no job satisfaction and poor working performance. Lastly, helps to retain employees in the working area whereby There are advantages of retaining teachers (employees) in any school because any organization needs human resource. For example, achievement of goals depends in teachers who are committed to work. So, it is obvious that if teachers get staff house and meals, they can run school activities smoothly and increase work performance.

5.4 Recommendations

Recommendations are made from the research objectives; it was discovered that among the non monetary incentives identified were appreciation certificates and

recognition of workers. So, it is recommended that in the working organizations, institutions or companies despite the number of incentives, non monetary incentives specifically recognizing their workers and certificates for appreciations should be given the employees so as increase performance.

However, in the exploring of the perceptions of employees about the suitability of non monetary incentives in promoting employees performance in Chato District Council, on the statement given to respondents to agree or disagree, the researcher identifies that the respondents agreed that accommodation is suitable as non monetary incentives in work performance, other statements are provision of medical assistance, rewarding for higher performers and children education support. So, it is recommended that the organizations, companies and institutions to make sure that reasonable non monetary incentive are provided and improved. For example children education support and medical assistance to be more regarded as they are the base of the family of the employees. This will help to increase the working performance.

Furthermore, on the examination on how employers implement the provision of non monetary incentives to influence employees performance in Chato District Council, the researcher discovered it was through sending the employees to get various training, by recognizing employee, by providing job security and by assuring or provision of good working environment. So, it is recommended that the employers should be creative in finding which kind of non monetary incentives is helpful and benefit able to the employee and employer for the good work performance.

To add, on the determination on how provision of non monetary incentives influence employees performance in Chato District Council, the researcher discovered that it was through cost saving, through increasing employees morale, through recognition of employee and increase job satisfaction. So, it is recommended that, sometimes not only the employers should propose the kind of non monetary incentives but also even the employees can propose them to their employers as far as they increase work morale, helps the employees to be recognized and increasing job satisfaction to the employees as a result work performance.

5.5 Suggestions for Further Research

Further researches should be conducted to identify the disadvantages of non monetary incentives to the employers. Also, the researches should be conducted to assess the profitability of non monetary incentives to the employers. To conduct comparative study on the incentives and non monetary incentives to see which one is better to be used and conducted by employers in the organizations, companies or institutions. To assess why most of the employees need to promoted either through non monetary incentives or other ways.

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APPENDICES

THE OPEN UNIVERSITY OF TANZANIA

Appendix 1: Interview schedules for Medical practitioners

I am MARTINE HENRY a postgraduate student from the Open University of Tanzania who is currently in field work meant to collect information about the contribution of non monetary incentives on employee work performance. You are thus requested to voluntarily take part in the study by sharing your experience on the topic and that the information sought is for developing research report to fulfill the requirements for Master's candidature.

1. What do you know about non monetary incentives?
2. How is non monetary incentives influence your work performance?
3. What types of incentives do your employer provides to their employees?
4. Is there any relational function between monetary incentives and work performance among medical practitioners?.
5. How do employers influence medical practitioners work performance?
6. Which ways should employer motivate employees work performance?
7. How do employers implement non monetary incentives to enhance your work performance?
8. What are the perceived challenges hindering employer in the implementation of non monetary incentives geared to improve your work performance?
9. How can employer address the existing challenges to promote your work performance thus good medical service achievements?
10. What is your opinion regarding non monetary incentives in improving employees work performance?

Appendix 2: Interview schedules for primary and secondary school teachers

I am MARTINE HENRY a postgraduate student from the Open University of Tanzania who is currently in field work meant to collect information about the contribution of non monetary incentives on teachers work performance. You are thus requested to voluntarily take part in the study by sharing your experience on the topic and that the information sought is for developing research report to fulfill the requirements for Master's candidature.



1. What do you know about non monetary incentives?
2. How is non monetary incentives influence teachers work performance?
3. What types of incentives do heads of school provides to their teachers?
4. Is there any relational function between monetary incentives and work performance among teachers?
5. How do heads of school influence teachers' work performance?
6. Which ways should heads of school motivate teachers' work performance?
7. How do heads of school implement non monetary incentives to enhance teachers work performance?
8. What are the perceived challenges hindering heads of school in the implementation of non monetary incentives geared to improve teachers work performance?
9. How can heads of school address the existing challenges to promote teachers work performance thus academic achievements?

What is your opinion regarding non monetary incentives in improving teachers work performance?

Appendix 3: Interview schedules for VEO, WEO, HOD and DED

1. What do you know about non monetary incentives?
2. How is non monetary incentives influence your work performance?
3. What types of incentives do your employer provides to their employees?
4. Is there any relational function between monetary incentives and work performance among workers?.
5. How do employers influence employee's work performance?
6. Which ways should employer motivate employee's work performance?
7. How do employers implement non monetary incentives to enhance your work performance?
8. What are the perceived challenges hindering employer in the implementation of non monetary incentives geared to improve your work performance?
9. How can employer address the existing challenges to promote your work performance thus good service achievements?
10. What is your opinion regarding non monetary incentives in improving employees work performance?

Appendix 4: Open University Research Clearance

<p style="margin: 0;">THE OPEN UNIVERSITY OF TANZANIA</p> <p style="margin: 0; color: red;">DIRECTORATE OF RESEARCH, PUBLICATIONS, AND POSTGRADUATE STUDIES</p>	
<p>Kawawa Road, Kinondoni Municipality, P.O. Box 23409 Dar es Salaam, Tanzania http://www.out.ac.tz</p>	<div style="text-align: center; margin-bottom: 10px;">  </div> <div style="display: flex; justify-content: space-between;"> <div> <p>Tel: 255-22-2666752/2668445 Ext.2101 Fax: 255-22-2668759, E-mail: dmps@out.ac.tz</p> </div> <div style="text-align: right;"> <p>Date: July 27th 2018</p> </div> </div>
<p>Regional Administrative Secretary P.O.BOX 315 Geita</p> <p>RE: RESEARCH CLEARANCE</p> <p>The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.</p> <p>To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Mr. Martin Henry. Reg. PG201701562 pursuing Masters of Human Resources Management (MHRM) . We hereby grant this clearance to conduct a research titled "The contribution of Non-Monetary incentives on employee performance". He will collect his data at Chato District Council from 1st to 31st of August , 2018.</p> <p>In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.</p> <p>Yours sincerely,</p> <div style="text-align: center; margin-top: 10px;">  </div> <p>Prof Hossea Rwegoshora For: VICE CHANCELLOR THE OPEN UNIVERSITY OF TANZANIA</p>	


Appendix 5: Permission to Conduct research Letter from RAS GEITA

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**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

GEITA REGION

Tel Address: **"ADMIN"**
Phone No: 028 - 2520025
028 - 2520035
Fax: 028 - 2520033
Email: ras.geita@tamisemi.go.tz



REGIONAL COMMISSIONER'S OFFICE,
P.O.BOX 315,
GEITA.



Ref. No. DA.153/325/01'B/115

District Executive Director,
Chato District Council,
P.o.Box 116
CHATO

30 July 2018

Handwritten note: Permission granted. 30.7.2018

RE: PERMISSON TO CONDUCT RESEARCH


Kindly, refer to the heading above.

I introduce to you Mr. **Mr Martine Henry**, a student of The Open University of Tanzania, pursuing Masters Degree in Human resources and Management (MHRM). He is expecting to collect data within our region at Chato District; from 1st August to 31st August 2018. The Title of the research is **"The contribution of Non- Monetary incentives on employee performance"**.

Research project being one of the requirements for accomplishment of Masters Degree. We kindly request your office to assist him to collect data in your Administrative area in order for him to achieve his research objectives.

Upon completion of a study, a researcher is obliged to give feedback on the results of his research to the Regional Administrative Secretary.

With regards,


Beatrice Masanja


**For: REGIONAL ADMINISTRATIVE SECRETARY
GEITA**

Cc: Regional Administrative Secretary,
GEITA. – For information.

Vice Chancellor
The Open University Of Tanzania
P.o.box 2349,
DAR ES SALAAM

Mr.Martine Henry
P.o.box 116,
CHATO

Appendix 6: Permission to conduct research letter from DED Chato



Tel: +028 2228007
Fax: +028 2228007
Email: ded@chatodc.go.tz
Website: www.chatodc.go.tz

DISTRICT EXECUTIVE DIRECTOR
P.O.BOX. 116,
CHATO – GEITA.

REF.NO.S.PF/294/11

DATE: 31st July, 2018

Regional Administrative Secretary,
Geita Region
P.O. Box 315
GEITA

Dear sir/madam

RE: PERMISSION TO CONDUCT RESEARCH


Kindly refer to the above captioned subject.

Refer to your latter with **Ref.No. DA.153/325/01`B`/115** Dated 30 July 2018 requesting my Office to provide research permit to Mr. Martine Henry a student of the Open University of Tanzania, perusing Master's Degree in Human Resources and Management (MHRM) FROM 1st to 31st August 2018. "Tittle of the research is ***"The contribution of Non-Monetary incentives on employee performance"***"

With this latter, I hereby allow him to conduct his research around Chato District jurisdiction.

In the meantime, upon the completion of his research, he is required to give feedback on the results to the Chato District Executive Director's Office and Regional Administrative Secretary.

With regards



Bicko C. Mhechela
FOR DISTRICT EXECUTIVE DIRECTOR
CHATO

Key: MKURUGENZI MTENDAJI (W)

CHATO

Appendix 7: Introductory Letter to Chato District Council

HALMASHAURI YA WILAYA YA CHATO

Simu: +028 2228007
 Fax Na.: +028 2228007
 Barua pepe: ded@chatodc.go.tz
 Website: www.chatodc.go.tz



OFISI YA MKURUGENZI MTENDAJI (W),
 S.L.P. 116,
 CHATO – GEITA.

Kumb.Na.S.21/PF/294/12

Tarehe: 31/07/2018.

Kwa yeyote anayehusika,

**YAH: UTAMBULISHO WA NDUGU MARTIN HENRY REG. NO. PG
 201701562.**

Ndugu husika na mada tajwa hapo juu.

Mtajwa hapo juu ndg. **Martin Henry Reg. No. PG 201701562** ni mtumishi katika Halmashauri 01ya Wilaya ya Chato na hivi sasa ni Mwanafunzi wa shahada ya Uzamili katika Chuo Kikuu Huria cha Tanzania. Kama sehemu ya masomo yake Mwanafunzi huyu anafanya utafiti unaohusu **utoaji wa motisha zisizo za kifedha na namna motisha hizo zinavyoweza kuchangia katika uboreshaji wa utendaji kazi wa mtumishi.**

Kwa barua hii, unajulishwa kuwa Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya ya Chato imempa kibali mtafiti huyu kufanya utafiti na mahojiano juu ya mada anayoifanyia utafiti.

Nawatakia kazi njema.

Bicko C. Mhechela

**KNY: MKURUGENZI MTENDAJI (W)
 CHATO.**

(Kny: MKURUGENZI MTENDAJI (W)
 CHATO)

Nakala:

Mkurugenzi Mtendaji (W),
Halmashauri ya Wilaya ya Chato – Aisome kwenye jalada